



A Common PERSPECTIVE

US Joint Forces Command Joint Warfighting Center
Doctrine and Education Group's Newsletter

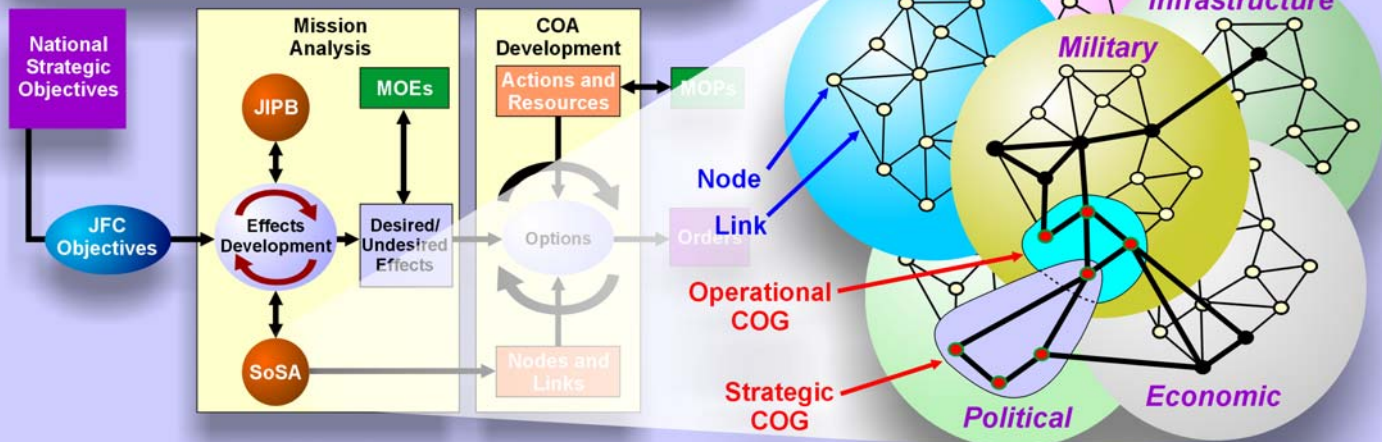
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EFFECTS-BASED APPROACH



FROM THE EDITORS

Notable progress was made during the last six months by the joint doctrine development community (JDDC) regarding the development, revision, and consolidation of joint publications. Three revisions (listed on page 15), new JP 3-26, *Homeland Security*, and Change 1 to JP 3-09.3, *JTPP for Close Air Support (CAS)*, were approved. Further, JPs 3-08, *Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination During Joint Operations*, and 6-0, *Doctrine for Communications Systems Support to Joint Operations*, are very near approval. Furthermore, the revisions of JPs 3-0, *Joint Operations*, and 5-0, *Joint Operation Planning*, took significant steps towards approval. These above-the-line publications contain basic doctrinal construct additions and changes that are key to the advancement of revisions/consolidations within the entire hierarchy and beyond into Service and multi-Service publications. Although burdensome, given manning constraints, it is very important that the JDDC remain focused and diligent in delivering the latest and greatest joint doctrine to our joint warfighters.

This issue's theme is the "effects-based approach" (to joint planning and operations). Our first article (on page 8) documents the JDDC's progress in transforming our joint operation and planning doctrine by incorporating an effects-based construct. The article addresses impediments to adoption of this construct, removes some of the mystery surrounding an effects-based approach, and projects future changes to joint publications. We also included articles on related subjects that have the potential to extend and clarify our joint operation design and planning constructs. For example, a second article on page 13 explores the idea of clarifying/updating the operational art/design constructs to accommodate the practical use of effects when developing the framework for a campaign/joint operation plan. Further, a brief update on page 28 addresses the new features and

integration of the new/revised joint doctrine constructs from the revisions of JPs 3-0 and 5-0 in JP 5-00.2, *Joint Task Force Headquarters*. Starting on page 19, there are organizational updates for JS J-7/Joint Education and Doctrine Division, the Service joint doctrine shops, the Air-Land-Sea Application Center, and US Special Operations Command. These updates contain useful information regarding the status of Service, joint, and multi-Service publications those organizations are writing or revising.

The theme for our next issue will focus on "intelligence support to joint operations." Hopefully, some members of the joint community will accept the challenge and enlighten us regarding needed changes to joint doctrine that are based on a "systems perspective of the operational environment." As always, articles on all pertinent joint doctrine issues and other related comments and suggestions are welcome. Our newsletter continues to serve as the one-stop source of news and information for all the joint and Service doctrine communities—a resource we continuously improve to meet your needs. Your feedback on any aspect of *A Common Perspective* is important and will help ensure we provide thoughtful, timely discussion on current doctrinal issues.

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MESSAGE FROM THE COMMANDER, USJFCOM JWFC

By MajGen Jon A. Gallinetti, USMC

The range and depth of services and products the Joint Doctrine Development Community (JDDC) provides our warfighters continues to impress me. USJFCOM JWFC has developed five revision drafts during the last six months. Currently, JPs 3-09, *Joint Fires* (Revision First Draft[RFD]), and 5-00.2, *Joint Task Force Headquarters* (RFD), are out for worldwide review. Further, in conjunction with the Army War College and the Marine Corps Combat Development Command, USJFCOM JWFC has been developing the *Joint Forces Land Component Commander Handbook*. It is not meant to replace joint or Service doctrine, but will provide an overview of the key elements from each. It provides key considerations for joint and coalition land component commanders to review as they formulate and issue their guidance for planning and executing land operations amid the complexities of the joint, multinational, and multiagency operational environment. Further, it attempts to capture and present the major challenges and considerations experienced by operational-level land component commanders as they plan, coordinate, and execute operations that support the combatant commander's strategy.

USJFCOM JWFC also is playing a vital role in a focused effort to defeat improvised explosive devices (IEDs) and the systems that support their use. USJFCOM was tasked recently to support the Joint IED Defeat Task Force and USCENTCOM C-IED effort in the development of a synchronized, coordinated approach to countering IED systems and institutionalizing long-term doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) changes across combatant commands and Services. As a first step, USJFCOM JWFC recently began development of a



handbook that outlines key lessons learned in ad hoc staff organization and processes that contribute to IED system defeat. This handbook will be produced by the JWFC's Doctrine and Education Group with support from the Joint Center for Operational Analysis and other directorates as required. The first draft will be released for worldwide review in January 2006. The handbook will form the basis of an analysis that will contribute to DOTMLPF changes.

In our May 2005 newsletter, I announced the new "change procedure" outlined in CJCSI 5120.02, *Joint Doctrine Development System*, for incorporating smaller, routine changes rather than waiting for a complete JP revision. This procedure was applied recently to JP 3-09.3, *Joint Tactics, Techniques, and Procedures for Close Air Support (CAS)*, and JP 3-09.3 Change 1 was approved on 2 September 2005. It provides clarification to Type 1, 2, and 3 close air support terminal attack control procedures and a better example of each.

The 36th Joint Doctrine Working Party (JDWP) in early November 2005 will provide an opportunity for the JDDC to examine the joint doctrine development process. I look forward to JWFC's engagement in this and other significant joint doctrine issues.



DOCTRINE AND EDUCATION GROUP UPDATES

By LTC Jim Purvis, USA, Chief, Doctrine and Education Group (DEG), USJFCOM JWFC

I am honored to be leading the exceptionally experienced and motivated professionals in the DEG and the Doctrine and Education Support Team (DEST). First, I would like say good bye and best of luck to Col Fred Guendel as he moves on to his new duty assignment—his expertise and leadership will be missed. I also am pleased to welcome LtCol Tony DiBenedetto, USMC, and MAJ Christina Schweiss, USA, to DEG.

I come aboard in the midst of a busy time. DEG just completed revision drafts for JPs 1-0, *Personnel Support to Joint Operations*, 3-01; *Countering Air and Missile Threats*; 3-09, *Joint Fires*; 3-34, *Joint Engineer Operations*; and 5-00.2, *Joint Task Force Headquarters*. These publications, in addition to the numerous other publications in revision, will increase the demand on a fully engaged doctrine community.

DEG continues to analyze the potential of various lessons learned and concepts to fill voids and correct deficiencies in joint doctrine. Accordingly, our most recent product is the *Commander's Handbook for an Effects-Based Approach to Joint Operations*, which was released for informal review and comment in early September 2005. This handbook, once signed, will assist joint force commanders and their staffs in understanding the application of "effects" at the strategic and operational levels of war. As ideas like these mature and are accepted, our goal will be to find the most expeditious means to incorporate them in joint doctrine.

Lastly, I am looking forward to working with the joint doctrine development community (JDDC) at the 36th Joint Doctrine Working Party in November 2005.

DEVELOPMENT BRANCH

This has been a very busy six months for the JWFC's Doctrine and Education Group. Five draft publications were developed and released for worldwide review as follows: JP 1-0, *Personnel Support to Joint Operations* (Revision First Draft [RFD]), on 2 September 2005; JP 3-09, *Joint Fires* (RFD), on 7 September 2005; JP 5-00.2, *Joint Task Force Headquarters* (RFD) on 8 September 2005; JP 3-01, *Countering Air and Missile Threats*

(RFD), on 14 September 2005; JP 3-34, *Joint Engineer Operations* (Revision Second Draft [RSD]) on 21 October 2005; and JP 3-05.1, *Joint Special Operations Task Force Operations*, 14 October 2005. The JP 3-01 RFD consolidated JPs 3-01, *Joint Doctrine for Countering Air and Missile Threats*, 3-01.2, *Joint Doctrine for Offensive Operations for Countering Air and Missile Threats* (Final Coordination[FC]), and 3-01.3, *Joint Doctrine for Defensive Operations for Countering Air and Missile Threats* (FC). JP 4-04, *Civil Engineering*, was incorporated in JP 3-34. JP 3-05.2, *JTTP for Special Operations Targeting and Mission Planning*, was consolidated into JP 3-05.1. All of these joint publications represent a significant revision and will keep the JDDC fully engaged for the next several months.

JWFC expects to revise an additional seven publications in the next six months. These include drafts for JPs 3-15, *Joint Doctrine for Barriers, Obstacles and Mines* (RFD), that will incorporate information on improvised explosive devices (IEDs); 3-07.3, *Peace Operations*; 3-07.5, *Noncombatant Evacuation Operations*; 3-09.1, *Laser Designation Operations*; 3-16, *Multinational Operations*; and 3-35, *Joint Deployment and Redeployment Operations*.

JP 3.09.3, *JTTP for Close Air Support (CAS)*, completed the change process prescribed in CJCSI 5120.02, *Joint Doctrine Development System*. This marks the first time a routine change has been incorporated outside the normal revision process. JP 3-17, *Joint Doctrine and TTP for Air Mobility Operations*, presently is utilizing the same change process.

The JWFC also is authoring two Allied joint publications (AJPs) for NATO. AJP-3.4.2, *Allied Joint Doctrine for Non-Combatant Evacuation Operations*, ratification draft, is expected to be published for notification in February 2006. The second study draft of AJP-3.14, *Allied Joint Doctrine for Force Protection*, was released on 19 September 2005 for comments.

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ASSESSMENT BRANCH

The JWFC completed four preliminary assessments and eight formal assessments since our last assessment summary. The preliminary assessment on JP 3-53, *Doctrine for Joint Psychological Operations*, recommended conducting an early formal assessment for an early revision decision while the preliminary assessments on JPs 3-07.1, *JTTP for Foreign Internal Defense*; 3-05, *Doctrine for Joint Special Operations*; 3-30, *Command*

and Control for Joint Air Operations; and 4-03, *Joint Bulk Petroleum and Water Doctrine*, all recommended conducting the formal assessment on time.

One assessment in the past six months was in support of the "Joint Publication Consolidation Plan." The assessment for the consolidation of JP 3-57, *Joint Doctrine for Civil-Military Operations*, with JP 3-57.1, *Joint Doctrine for Civil Affairs*, resulted in a recommendation to proceed with consolidation of the two publications during the revision of JP 3-57 and to give consideration to printing the publication for distribution. Following the Joint Doctrine Working Party decision to forego consolidation of JPs 1-04, 1-05, and 1-06, a formal assessment was completed on JP 1-06, *JTTP for Financial Management During Joint Operations*, with a recommendation to proceed with the revision. The assessment of JP 2-01.3, *JTTP for Joint Intelligence Preparation of the Battlespace* [JIPB], recommended proceeding with the revision as planned and to refocus the scope to include discussions on stability operations, terrorism, insurgency, and effects-based planning as it pertains to JIPB. The assessment of JP 3-04.1, *JTTP for Shipboard Helicopter Operations*, was approved with recommendations to revise the publication, change the number to JP 3-04, and adjust the title to "Joint Shipboard Rotorcraft Operations." The assessment reports on JPs 3-11, *Joint Doctrine for Operations in Nuclear, Biological and Chemical Environments*, and 3-18, *Joint Doctrine for Forcible Entry Operations*, recommended the lead agent proceed with revision. The JP 4-0, *Joint Doctrine for Logistics Support of Joint Operations*, assessment recommended the publication begin revision and noted the need for an appendix to address "working with contractors."

The assessment of JP 1, *Joint Warfare of the Armed Forces of the United States*, was completed and is pending the Chairman's decision on the JS J-7 recommendation to consolidate it with JP 0-2, *Unified Action Armed Forces (UNAAF)*.

As requested by JS J-7, an assessment review was conducted on the formal assessment report for JP 3-03, *Doctrine for Joint Interdiction Operations*, which confirmed the previous findings and recommendations and the need to proceed with the revision as soon as possible.

Currently, there are two preliminary assessments active and one formal assessment was placed on hold. JPs 3-09.3, *JTTP for Close Air Support (CAS)*, and 3-31, *Command and Control for Joint Land Operations*, are in preliminary assessment. The formal assessment of JP 3-01.1, *Aerospace Defense of North America*, was put on hold as a result of recommendations in the "JP 3-26, *Homeland Security*, Special Study" conducted by

USJFCOM JWFC. That study recommended pertinent information contained in JP 3-01.1 be incorporated in JP 2-26.1, *Homeland Defense*, and that JP 3-01.1 be cancelled upon approval of JP 3-26.1.

Over the next six months, the Assessment Branch will be initiating assessments for the following ten publications: JP 0-2, *Unified Action Armed Forces (UNAAF)*; JP 1-05, *Religious Support in Joint Operations*; JP 2-01, *Joint and National Intelligence Support to Military Operations*; JP 3-02, *Joint Doctrine for Amphibious Operations*; JP 3-07.1, *JTTP for Foreign Internal Defense*; JP 3-40, *Joint Doctrine for Combating Weapons of Mass Destructions*; JP 3-52, *Joint Doctrine for Airspace Control in a Combat Zone*; JP 3-53, *Joint Doctrine for Psychological Operations*; JP 4-01.5, *JTTP for Transportation Terminal Operations*; and JP 4-07, *JTTP for Common-User Logistics During Joint Operations*.

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DOCTRINE INTEGRATION BRANCH

The Doctrine Integration Branch has been very busy over the past six months. Our focus has centered on the development of the *Commander's Handbook for an Effects-Based Approach to Joint Operations* and the refinement of effects-based language for the revision drafts of JPs 3-0, *Joint Operations*; 5-0, *Joint Operation Planning*; and 5-00.2, *Joint Task Force Headquarters*.

The *Commander's Handbook for an Effects-Based Approach to Joint Operations* was released for Service and combatant command review and comment in early September 2005. The handbook seeks to help joint force commanders and their staffs understand effects-based techniques and procedures. When signed, this handbook will constitute a unified USJFCOM perspective on current effects-based practices. Inputs from USJFCOM and the other combatant commands, Services, interagency community, industry, and multinational partners have contributed greatly to its content. The current draft is approximately 100 pages in length. Approval by the Commander, JWFC; Director, J9; and Director, Standing Joint Force Headquarters, is expected in November 2005. Mr. Tom McDaniel, USJFCOM JWFC DEST, is the author.

JP 3-0, *Joint Operations*, is under revision. The revision final coordination (RFC) version is projected for release and worldwide review during October 2005. The
(Continued on next page)

RFC version will continue to address "effects" and include effects-related guidance regarding operational design and assessment that is gaining acceptance in the joint doctrine development community. Additionally, the RFC version will include a discussion on the "Systems Perspective of the Operational Environment" as an important planning consideration and tool to facilitate operational design. The treatment of "effects" in the RFC version will lay the foundation for its continued development in other areas of joint doctrine such as intelligence and planning.

JP 5-0, *Joint Operation Planning*, also is in revision. Comments on the revision third draft (RTD) are being adjudicated now. The JP 5-0 RTD presents a more comprehensive approach to addressing effects during joint operation planning and throughout the military decision making process (MDMP). This approach is characterized by development of measurable effects (through a systems perspective of the operational environment) during the mission-analysis process so they connect strategic and operational objectives to tactical tasks. Further, the JP 5-0 RTD describes "effects assessment" using measures of performance and measures of effectiveness.

JP 5-00.2, *Joint Task Force Headquarters*, one of the most widely used of all JPs, has just entered its revision cycle. It focuses on the organization and operation of a joint task force (JTF) headquarters. The revision first draft includes an expanded discussion on the JTF headquarters battle rhythm and proposes a methodology for forming planning teams and working groups to accomplish planning tasks. It discusses MDMP and provides a summary of the application of "effects" during joint operation planning. For more details, see page 28.

During the immediate future, the Concept Integration Branch will focus on completing the *Commander's Handbook for an Effects-Based Approach to Joint Operations* and on incorporating effects-related language into other JPs such as JPs 2-01.3, *Joint Intelligence Preparation of the Battlespace*; 3-60, *Joint Targeting*; and 3-09, *Joint Fires*.

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EDUCATION BRANCH

The USJFCOM JWFC Education Branch carries out responsibilities assigned to USJFCOM by the Chairman in

CJCSI 1800.01B, *Officer Professional Military Education Policy (OPMEP)*, which promulgates the policies, procedures, objectives, and responsibilities for officer professional military education and joint professional military education (JPME). The Education Branch also continues to be involved in development of CJCSI 1805.01, *Enlisted Professional Military Education Policy (EPMEP)*. The responsibilities outlined within these CJCSIs are the primary focus of the Education Branch's efforts and requires that we work closely with the JS J-7's Joint Education Branch on these policies and other important education issues. This update will cover the current status of our activities and highlight key engagements.

In June 2005, USJFCOM representatives attended the annual Joint Faculty Education Conference (JFEC), sponsored by the JS J-7 and held again at National Defense University's (NDU) Industrial College of the Armed Forces (ICAF) at Ft. McNair in Washington, DC. Among the many attendees were administrators, faculty and staff, and representatives from the national and Service colleges. Many topics were nominated as either information briefings or special areas of emphasis (SAEs). Referencing the *OPMEP*, "SAEs highlight the concerns of OSD, the Services, combatant commands, Defense agencies, and the Joint Staff, regarding coverage of specific joint subject matter in the PME colleges. They help ensure the currency and relevance of the colleges' JPME curricula and provide an independent view of what those curricula should address." This year's SAEs were briefed and discussed by conference attendees, and the areas approved were presented again at the mid-October 2005 Military Education Coordination Council (MECC) working group meeting. In addition to the SAEs presented, information briefs were made to update the attendees on other relevant educational topics. More information about this year's JFEC can be found on the Joint Electronic Library Web page at http://www.dtic.mil/doctrine/s_index.html and using the "Joint Faculty Education" link under the quick access heading "Education."

Among the numerous external JPME speaking engagements in which USJFCOM participated over the past several months was the US Army War College's Department of Distance Education's Summer Studies Course visit to the National Capital Region. Over 350 students of the first resident course, consisting of members of the National Guard, Army Reserve, and Active Component, toured the capital area and attended formal presentations made by several senior Defense leaders. USJFCOM's participation included presentations made by Rear Admiral Richard O'Hanlon, Commander, Standing Joint Force Headquarters, and Mr. Dave Ozolek, Senior

Executive Service (SES), Executive Director of the Joint Futures Laboratory (JFL), Joint Experimentation Directorate (JE).

In July 2005, representatives from USJFCOM's JWFC and the Joint Personnel Recovery Agency (JPRA) attended an education conference held by the Joint Special Operations University (JSOU). This conference focused on special operations forces (SOF) educational issues. LTG Robert Wagner, Acting USJFCOM Commander, was the keynote speaker. The JSOU, a direct reporting unit to US Special Operations Command (USSOCOM), resides at Hurlburt Field, FL, and is co-located with the US Air Force Special Operations School (USAFSOS). With active duty, reserve, and civilian faculty members from the Army, Navy, Air Force, and Marine Corps, JSOU delivers unique SOF educational opportunities through in-residence courses and integration of SOF curriculum with Service PME schools. Their Web site states that "OUR MISSION IS....to educate Special Operations Forces' executive, senior, and intermediate leaders and selected other national and international security decision-makers, both military and civilian, through teaching, research, and outreach in the science and art of Joint Special Operations." To obtain more information about JSOU and the courses they offer, visit their Web site at <https://www.hurlburt.af.mil/jsou/>.

Several JPME visits to USJFCOM also took place during this period, including a visit by Brigadier General Shin Keum-seok; Republic of Korea Army, Commandant of the Joint Forces Staff College, Korea National Defense University (JFSC/KN DU), and members of his staff in September 2005. During BG Shin's two-day visit, he received briefings, tours, and demonstrations from several USJFCOM directorates. Additionally, several small, round-table discussions with senior members of USJFCOM were conducted. Numerous USJFCOM members made this visit possible and a complete success. Senior leader participants from USJFCOM included Maj Gen James Soligan, USAF, Chief of Staff; MG Thomas Matthews, USA, Vice Commander, JWFC; and Mr. Dave Ozolek, (SES), Executive Director of JFL/JE.

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JWFC DOCTRINE DEVELOPMENT REFERENCE PUBLICATIONS

USJFCOM JWFC Doctrine and Education Group has taken the initiative in exploring the impact of emerging joint concepts on joint doctrine and developing recommendations for their incorporation. The following "JWFC Pamphlets" (available at <http://www.dtic.mil/doctrine> under "Other Publications") are designed to raise awareness, promote debate, and discuss the implications of emerging, concept-based ideas on joint doctrine.

- JWFC Pam 1, *Pamphlet for Future Joint Operations*, discusses transformation and joint doctrine, rapid decisive operations concept, MILLENNIUM CHALLENGE 2002, and links concepts and doctrine.
- JWFC Pam 2, *Doctrinal Implications of Low Collateral Damage Capabilities*, addresses the ways and means and operational and doctrinal implications of these capabilities.
- JWFC Pam 3, *Doctrinal Implications of the Standing Joint Force Headquarters (SJFHQ)*, discusses the SJFHQ organization and employment, enabling concepts (e.g., collaborative information environment, operational net assessment, joint interagency coordination group, effects-based planning, and focused logistics), and its implications for joint operation planning.
- JWFC Pam 4, *Doctrinal Implications of Operational Net Assessment (ONA)*, describes the ONA concept, its relationship to other concepts (e.g., SJFHQ), and its potential impact on joint intelligence, planning, and targeting processes.
- JWFC Pam 5, *Operational Implications of the Collaborative Information Environment (CIE)*, addresses the value of collaboration; implementing CIE; and its implications to doctrine, organization, training, materiel, leadership and education, and personnel and facilities.
- JWFC Pam 6, *Doctrinal Implications of the Joint Interagency Coordination Group (JIACG)*, discusses the JIACG organization and concept of employment, related concepts (e.g., SJFHQ), and the impact of adopting the JIACG in several joint publications.
- JWFC Pam 7, *Operational Implications of Effects-based Operations (EBO)*, was published on 17 November 2004. It explores the full potentialities in fielding an EBO capability.

AN EFFECTS-BASED APPROACH TO JOINT OPERATIONS— WHERE ARE WE NOW?

*By Rick Rowlett, USJFCOM JWFC Doctrine
and Education Support Team*

After a five-year process of concept development, experimentation, and prototype testing, key aspects of the effects-based operations (EBO) construct are making their way into joint doctrine. Two keystone publications that include EBO-related ideas are the recent Revision Second Draft of joint publication (JP) 3-0, *Joint Operations*, and the Revision Third Draft of JP 5-0, *Joint Operation Planning*. However, including these ideas in doctrine has not been without controversy. For example, the JP 3-0 joint working group, which met in late September, debated and revised text related to the use of "effects" in joint planning and in assessment. Among Services and combatant commands, we see opinions of EBO-related constructs that range from almost total acceptance to significant skepticism. During the recent staffing of the USJFCOM *Commander's Handbook on an Effects-Based Approach to Joint Operations*, more than one organization expressed concern about EBO-related techniques and procedures, although many other organizations were supportive of the new ideas. And, despite USJFCOM's significant efforts to promote EBO and the general receptiveness of geographic combatant commands, there does not yet seem to be a universal common understanding of EBO constructs. As with any new and complex idea, it will take time and practice to achieve this level of understanding. The intent of this article is to discuss impediments to the EBO construct, remove some of the mystery about an effects-based approach, and clarify what readers can expect to see in emerging joint doctrine publications.

IMPEDIMENTS TO ACCEPTANCE

EBO, like most new joint constructs, faces the challenge of acceptance across the joint community. Impediments to EBO's acceptance include a **definition of limited utility** at the operational level; the **complexity of the EBO construct**; and the seemingly **natural skepticism of the joint doctrine development community (JDDC)** regarding new ideas.

1. **The definition.** "Effects-based operations," as defined in Joint Warfighting Center (JWFC) Pam 7,

Operational Implications of Effects-based Operations (EBO), are—

*"Operations that are **planned, executed, assessed, and adapted** based on a **holistic understanding of the operational environment** in order to **influence or change system behavior** or capabilities using the **integrated application of selected instruments of national power** to achieve directed policy aims."*

Clear, concise definitions provide a necessary foundation for any construct. While the definition above has served the intent of the concept authors to represent the breadth of EBO's application, it is not specific enough to clarify EBO from a joint doctrine perspective. In fact, the four highlighted phrases above appear to be "business as usual" in joint operations.

- **"planned, executed, assessed, and adapted."** This sheds no light on what is different from joint doctrine's baseline processes and products.
- **"holistic understanding of the operational environment."** If one substitutes the term "battlespace" for "operational environment," this could be interpreted to be joint intelligence preparation of the battlespace (JIPB).
- **"influence or change system behavior."** This has a theoretical rather than a practical tone.
- **"integrated application of selected instruments of national power."** *Unified action*, a fundamental element of joint doctrine since October 1994, seems to accommodate this.

Of course, no definition can provide all details necessary for a comprehensive understanding of a concept. One must read beyond the definition of even well-worn terms like "center of gravity" to understand the construct's practical application.

2. **The Complex Construct.** EBO is a complex, layered construct. JWFC Pam 7 (Nov 04) describes EBO's three primary components as **planning, execution, and assessment**, already major elements of traditional military operations. These elements are supported by two key enablers: **operational net assessment (ONA)** and **collaborative information environment (CIE)**.

The focus of ONA is to build the "holistic understanding of the operational environment" (JIPB?) portion of the EBO definition. ONA is enabled by a **system-of-systems analysis (SoSA)** sub-process, which views the operational environment as a set of six interrelated systems: **political, military, economic, social, infrastructure, and information (PMESII)**. But ONA encompasses more

than just SoSA. Once a joint force commander (JFC) designates a geographic focus area and a set of desired effects related to an actual or potential mission, the ONA process identifies actions to take against various PMESII systems' nodes (the fundamental components of a system), and then identifies resources to accomplish the actions (seems to overlap the traditional *planning* process). CIE supports all of the above with organizations, systems, infrastructure, processes, and people to create and share the data, information, and knowledge needed to plan, execute, and assess joint operations. Many of these are components of the global information grid, a Department of Defense initiative described in the second FC draft of JP 6-0, *Doctrine for Communications Systems Support to Joint Operations*.

Finally, an EBO approach harmonizes actions of the diplomatic, informational, military, and economic (DIME) instruments of national power in unified action against PMESII systems. Within their area of responsibility, combatant commanders work with individual US ambassadors and their country teams to understand country issues. This common understanding supports development of theater security cooperation and contingency plans that provide common objectives and form the basis for unity of effort within the region.

There are two points the reader should take away from the above summary. First, it is extremely difficult to understand EBO without a working knowledge of its key enablers and how they interact. Second, a brief description of EBO and its enablers reveals overlaps with existing doctrinal constructs. Neither the EBO definition nor the popular EBO catchphrase, "Changing the way we think about joint operations," sufficiently provides an understanding of what new elements EBO brings to joint operations. Even familiarization with the key enablers, ONA and CIE, does not answer this question without a thorough comparison to the approved joint doctrine baseline. **This comparison is the challenge that the JDDC faces in order to understand and incorporate EBO-related, value-added constructs in joint doctrine.**

3. **The Skepticism.** While the term "skeptical" is an exaggeration for effect, joint doctrine developers (particularly from the Services) are naturally cautious when it comes to changing approved doctrine. One important influence is the composite of each Service's roles, missions, and functions and their impact on Service programs and budget. A change to joint doctrine that potentially affects a Service or functional component's established status or role in joint operations likely will be

hotly contested. Another important factor is the seemingly simple issue of **value added**. In other words, will changes to doctrine proposed by a new construct such as EBO **actually improve** existing processes, simplify operations, reduce risk, save money, clarify relationships, or facilitate unity of effort. **This second factor, complicated by the convoluted nature of the EBO construct, is the hurdle that EBO must overcome.**

WHAT'S NEW? "IT'S AN ISSUE OF EMPHASIS"

How much is actually new? Perhaps the short answer is—**not much**. Even EBO's strong proponents seem to agree that effects-based processes are intended to improve, but not replace, current core processes such as joint operation planning. Perhaps the only new contribution proposed by the EBO construct is the use of the term "effects" as a way to clarify strategic and operational objectives and link them to operational and tactical tasks. Based on this use of "effects," most other EBO contributions represent increased emphasis and refinement of important areas already covered by joint doctrine. **However, readers should not interpret this statement as an attempt to minimize the potential value of effects-based constructs**, because joint operations will improve as the key ideas related to effects are refined, embedded in joint doctrine, incorporated in joint professional military education, and practiced in the field. **An idea does not necessarily have to be entirely new or unique to have an important (if not profound) impact.**

Objectives prescribe friendly goals.

Effects describe battlespace behavior—often the desired behavior of the adversary.

Tasks direct friendly action.

Following is an attempt to describe aspects of an effects-based approach in the context of a specific joint operation. The intent of this example is to emphasize how the JFC and staff incorporate effects and other elements of an effects-based approach during planning and execution. Some EBO advocates could fault this narrative because it does not encompass all aspects of ONA and CIE. Some aspects of these "enablers" overlap significantly with existing approved constructs and other aspects have not yet demonstrated their added value to approved processes and products. The narrative example below focuses on those ideas ready for joint doctrine.

(Continued on next page)

Narrative Example

When planning for a possible or actual contingency, the JFC analyzes the expected or designated mission to determine the desired end state, objectives, and specified and implied tasks. For each objective, **the JFC develops one or more desired effects**—conditions which, if attained, should achieve the objective. **The JFC also identifies undesired effects**—conditions that must be avoided or averted because they could threaten the accomplishment of one or more objectives. **The JFC includes effects in the initial intent statement and planning guidance** to the staff. **The JFC and staff develop relevant assessment measures**—measures of effectiveness (MOE) and measures of performance (MOP)—and **include these in the JFC's planning guidance and staff estimates**.

Desired and undesired effects help guide the staff as it prepares staff estimates and develops or refines a **systems perspective of the operational environment** based on the geographic focus area designated by the JFC relative to the mission. This systems perspective will provide a comprehensive, holistic view of the **fundamental components (nodes) and their relationships (links)** of each relevant system. **Each desired effect represents the result of the reaction of the system to actions by the joint force or another instrument of national power**. For example, if the desired effect is that the enemy's air capabilities will not hinder joint operations for a specified period, then this effect can be attained if the joint force achieves air superiority for that period. In other words, Red's air system (aircraft, air fields, command and control, etc.) is unable to interfere with Blue joint operations if Blue has air superiority.

Cross-functional planning teams (composed of functional experts from across the staff) conduct detailed analysis of system nodes and their interrelationships to provide options for **how the joint force can use ways and means against selected nodes to attain the JFC's desired effects**. The J-2, who is responsible for developing this systems perspective and keeping it current, uses it to help identify and analyze centers of gravity. The J-5 uses this perspective during planning to arrange tasks or effects (and related decision points) along lines of operations and to inform other elements of operational design. **The systems perspective provides the foundation for the joint force's common operational picture**, including not only Blue and Red, but also Green (neutral) elements.

During execution, a continuously refined systems perspective helps the J-3 trigger major decisions concerning branches and sequels and otherwise adjust ongoing operations. The J-3, assisted by others in the staff, **coordinates assessment activities focused on MOEs and MOPs** developed during planning. Various elements of the staff use assessment results to adjust both current operations and future planning. While tactical assessment (typically using MOPs) focuses on target engagement and task accomplishment, **assessment at the operational and strategic levels concentrates more on measuring progress toward creating desired effects that support strategic and operational objectives**. **Assessment of effects helps the JFC determine if the joint force is "doing the right things" to achieve objectives, not just "doing things right" at the tactical level**.

Thinking in terms of desired and undesired effects helps JFCs and staffs promote unity of effort with other agencies and multinational partners. For example, the President might make the following statement regarding impending military operations in Country X: "I want a secure and stable government in country X before US forces depart." During mission analysis, the combatant commander (CCDR) considers how to achieve this strategic objective, knowing that it likely will involve the efforts of other US agencies and multinational partners. The CCDR designates **the following strategic effect** associated with the President's objective: "Country X security forces maintain internal and border security." In consultation with the US ambassador to Country X, the ambassador states that successful national elections are essential to a stable government. Consequently, with the ambassador's agreement the CCDR designates **a second strategic effect**: "Country X's population votes in nationwide elections." In this example, desired effects are statements about the behavior of systems in

Country X necessary for Country X to have a secure and stable government. Both the diplomatic and military instruments of US national power must be harmonized with actions by Country X's leaders and security forces in unified action to attain these effects. A possible task associated with the first effect for a subordinate JTF or component could be: "Train and deploy Country X security forces to conduct effective independent internal and border security operations before the election." The joint force would develop appropriate **MOEs** and **MOPs** to **measure progress toward the desired effect** and its related task. The JFC also would collaborate with the ambassador and country team to devise **MOEs** and **MOPs** with which to **measure progress toward the second desired effect** and related diplomatic tasks.



SO, WHAT WILL YOU SEE IN EMERGING JOINT DOCTRINE?

What are the key aspects of an effects-based approach that JDDC can **emphasize** as value-added improvements to established processes? JDDC should accomplish the following:

- **Incorporate "effects" in joint operation planning as a way to clarify strategic and operational objectives and link them to operational and tactical tasks.** This is an improvement to the planning process—not a new way to plan.
- **Incorporate "effects assessment" and "MOEs" as an improvement to joint doctrine's current "combat assessment" construct.** The measure of achieving objectives is not simply whether or not the joint force accomplishes its assigned tasks. If we determine that incorporating "effects" is a value-added step, then assessing progress toward these effects is an essential complement.
- **Formalize a systems approach to understanding the operational environment.** Some criticize this idea as "nothing new," since JIPB (particularly at the strategic level) addresses all PMESII areas (see JP 2-01.3, *JTTP for Joint Intelligence Preparation of the Battlespace*). However, others believe that JIPB is effective at analyzing the adversary's military capabilities, but less so in analyzing and describing other systems in the battlespace. It may be necessary to be more specific in keystone doctrine concerning intelligence processes and products that fulfill expectations of operational-level joint forces. Understanding the relationships of PMESII systems in the operational environment is no longer just a strategic requirement.
- **Be more specific on how to facilitate unified action and achieve unity of effort.** Unified action is a common theme in joint doctrine. Numerous joint publications mention the importance of working with agencies, multinational partners, and others to achieve common goals. Effective military commanders typically have accomplished this, even with organizations outside their command authority. The EBO definition at the beginning of this article includes the phrase, "... using the integrated application of selected instruments of national power..." Rather than respond to this phrase with, "that's nothing new," the joint community should consider how well-crafted effects statements based on clear strategic objectives can help promote alternative courses of action that harmonize agencies' responses in conjunction with joint operations—true unified action.

How will JDDC deal with those aspects in joint doctrine? Representatives from the JDDC met at the USJFCOM Joint Warfighting Center in an EBO Mini-

Forum from 31 January to 1 February 2005. The forum's purpose was to discuss the current state of ideas related to EBO and its potential impact on joint doctrine. The group concluded that there was potential value in some aspects of EBO, and **agreed to the following:**

- Do not treat EBO as a fundamentally new method of warfighting.
- Effects-based constructs should supplement and improve (rather than supplant) current planning processes.
- Codify the effects-based approach as fundamental to operational art and design.
- Incorporate a systems approach to understanding the operational environment.
- The use of effects in the planning process applies generally at the strategic and operational levels. However, an analysis of effects using a systems perspective permeates the entire joint force.
- Expand combat assessment to provide for measuring progress toward achieving desired effects.
- Describe the relationship of effects-based analysis to the elements of operational design (e.g., the role of "nodes" and "links" in analysis of "centers of gravity").
- Define or revise terms key to understanding an effects-based approach.
- Describe how effects are nested in commander's intent.
- Incorporate effects-based constructs in at least JPs 1, *Joint Warfare of the US Armed Forces of the United States*; 2-0, *Intelligence Support to Joint Operations*; 3-0, *Joint Operations*; and 5-0, *Joint Operation Planning*.

WAYAHEAD

Effects-based constructs are being incorporated in joint doctrine based on the EBO Mini-forum results and additional work since then. The revision final coordination (RFC) version of JP 3-0 incorporates the systems perspective of the operational environment; acknowledges the role of "effects" in joint operation planning; and further discusses "effects" as a new element of operational design. The RFC version of JP 5-0 will cover the same ground, but will provide more detail with regard to how

"effects" are incorporated in various aspects of joint operation planning. The revision first draft of JP 5-00.2, *Joint Task Force Headquarters*, discusses effects-based planning at the JTF level. Other important publications that should address "effects" in the context of their focus include JPs 3-09, *Joint Fires*; 3-60, *Joint Targeting* (consolidated with JP 2-01.1, *JTTP for Intelligence Support to Targeting*); and 2-01.3, *JTTP for Joint Intelligence Preparation of the Battlespace*.

A near-term JWFC initiative is development of the *Commander's Handbook on An Effects-based Approach to Joint Operations*. This handbook will provide TTP-level detail on an effects-based approach as a follow-on effort to JWFC Pam 7. The handbook is not authoritative but includes effects-related procedures and ideas that are being taught and used in the field and those that are being incorporated in emerging joint doctrine. Handbook publication is anticipated before January 2006.



USJFCOMJWFC JOINT PUBLICATIONS DISTRIBUTION

DIAL-A-PUB. USJFCOM JWFC maintains a small inventory of selected color joint publications (JPs), including the Joint Electronic Library (JEL) and Joint Force Employment Wargame CD-ROMs. The purpose of the dial-a-pub inventory is to be able to field selected JPs and JEL CD-ROMs on short notice to those commands who require and request them. Note: **Only a few JPs are printed**; all JPs are included on the online JEL and the JEL CD-ROM.

PROCESS. Electronic versions can be found in three locations: (1) the JEL CD-ROM, (2) the JEL on the World Wide Web at <http://www.dtic.mil/doctrine>, and (3) the JEL on SIPRNET at <http://nmcc20a.nmcc.smil.mil/dj9j7ead/doctrine/>.

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EFFECTS-BASED OPERATIONS AND OPERATIONAL DESIGN

*By LTC Karl Wingenbach, USA, Headquarters
Training and Doctrine Command, Futures Center,
Joint and Allied Doctrine Division*

Issue Outline. To date, there has been no detailed comparison of the elements of operational design with the effects-based operations (EBO) construct. Without this analysis, we can't really understand how an effects-based approach to planning (EBP) and operations coincides (or not) with operational art and joint operation planning. We need to ask the following questions:

- What operational design elements and/or joint operation planning features are embedded in the EBO/EBP constructs?
- How do these constructs compare and contrast to the classic elements of operational design described in JP 3-0, *Joint Operations* (Revision Second Draft [RSD])?
- What is the relative value added?

Operational Art and Design. Joint doctrine defines operational art and operational design as follows:

- **operational art.** The employment of military forces to achieve strategic and/or operational objectives through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles. Operational art translates the joint force commander's strategy into operational design and, ultimately, tactical action, by integrating the key activities at all levels of war.
- **operational design.** The key considerations used as a framework in the course of planning for a campaign or major operation.

Beyond these basic definitions, joint doctrine further explains these terms and their relationship. The JP 3-0 RSD states, "The JFC [joint force commander] uses operational art to consider not only the employment of military forces, but also their sustainment and the arrangement of their efforts in time, space, and purpose. This includes fundamental methods associated with synchronizing and integrating conventional and unconventional forces and capabilities." JP 5-00.1, *JTTP for Campaign Planning*, states, "The elements

of an **operational design** are a tool to help combatant commanders and planners visual what the campaign should look like and to shape the commander's intent... In the final analysis, the goal of a sound **operational design** is to ensure a clear focus on the ultimate strategic objective and corresponding strategic COG, and provide for sound sequencing, synchronization, and integration of all available military and nonmilitary sources of power to that end."

Some Service doctrine is consistent with these definitions. Army doctrine, from which the above is largely derived, further clarifies the relationship between operational art and operational design with this simple statement, "Operational art is translated into operation plans through operational design." **In simple terms, operational art determines when, where, and for what purpose forces are employed, while operational design links the ends, ways, and means by providing the tools to use as a framework for developing the plan.**

Looking at the difference between operational art and operational design, it is clear that joint doctrine currently confuses and mixes these distinct, related, ideas. Using the definition of operational art—The employment of military forces to achieve strategic and/or operational objectives through the **design, organization, integration, and conduct** of strategies, campaigns, major operations, and battles—as a basis, the arrangement of operational design elements within the operational art functions can be derived as shown in Table 1 at the top of the next page. Therefore, the "true" elements of operational design are the items in the first column.

EBO Construct. The EBO concept (outlined in USJFCOM JWFC Pam 7, *Operational Implications of Effect-based Operations [EBO]*) does not redefine operational art but claims that the "three essential contributions of EBO to joint operational art include:

- Improved agility and flexibility at the strategic level in achieving national and theater strategic objectives.
- Improved unity of effort and integrated planning adaptation at the operational level.
- Enhanced economy of force and more precise execution at the tactical level."

The EBO concept does not use the term operational design; however, it states that "an effects-based approach to joint operations translates strategic and operational objectives into tactical actions through the design, organization, integration, and conduct of a joint campaign." This sentence is clearly derived from the joint definition of operational art and **implies that the "effects-based approach" is the operational design.**

DESIGN	ORGANIZATION	INTEGRATION	CONDUCT
End State and Military Objectives	Linear and Nonlinear Operations	Depth	Anticipation
Center of Gravity	Simultaneity		Leverage
Decisive Points	Synergy	Synergy	
Lines of Operations	Balance		
Operational Reach and Approach	Arranging Operations		
Timing and Tempo	Operational Concept		
Direct versus Indirect			
Forces and Functions			
Termination			

Table 1. Operational Design Elements Partitioned by Operational Art Functions

Essential Elements of Operational Design. There is nothing in joint doctrine that defines the "essential elements of operational design." The JP 3-0 RSD defines or describes 16 "fundamental elements of operational design." JP 5-00.1 describes three "key elements of operational design." Based on the discussion above, logically, the essential elements of operational design are shown in Table 1 in **bold**. The remaining elements are important characteristics of a thorough, well-developed joint operation plan and applied through operational art.

Table 2 provides a crosswalk of the stated or implied Army, joint, and EBO elements of operational art and design.

A comparison of Army and joint doctrine yields the following list of elements that are the same or similar (joint terminology used when not exactly the same): end state and military objectives, center of gravity, direct versus indirect, decisive points, lines of operations, termination, operational reach and approach, simultaneity and depth, timing and tempo. Identifying critical factors is listed as a key element of operational design in JP 5-00.1 but it is not mentioned in the JP 3-0 RSD, JP 5-0, *Joint Operation Planning* (Revision Third Draft), or the CJCSM 3122 series on the Joint Operation Planning and

(Continued on page 27)

ARMY DOCTRINE	JOINT DOCTRINE	EBO CONCEPT
End State and Military Conditions	End State and Military Objectives	National Strategic end state and associated objectives
		Effects (Desired and Undesired)
Center of Gravity	Center of Gravity	
	Direct versus Indirect	
Decisive Points	Decisive Points	Key, High Payoff, & Critical Nodes
	Forces and Functions	
Lines of Operation	Lines of Operations	Effects-Nodes-Actions-Resources
Culminating Point		
	Termination	
Operational Reach, Approach, Pauses	Operational Reach and Approach	
Tempo	Timing and Tempo	
Simultaneous & Sequential Operations	Simultaneity & Depth	
Linear and Nonlinear Operations		
	Synergy	
	Anticipation	
	Balance	
	Leverage	
	Operational Concept	
	Arranging Operations	
	Culmination	

Table 2. Elements of Operational Art and Design Crosswalk

JOINT PUBLICATION STATUS

APPROVED SINCE MAY 1, 2005

PUB#	TITLE
3-09.3 Ch1	JTTP for Close Air Support (CAS)
3-26	Homeland Security
3-61 Rev1	Public Affairs
4-01.2 Rev1	Sealift Support to Joint Operations
4-01.6 Rev1	Joint Logistics Over-the-Shore (JLOTS)

SCHEDULED FOR APPROVAL OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-04	JTTP for Legal Support to Military Operations
3-0 Rev3 ^{C1}	Joint Operations
3-02.1	JTTP for Landing Force Operations (as MTTP)
3-02.2	JTTP for Amphibious Embarkation and Debarkation (as MTTP)
3-07.2 Rev1	Antiterrorism
3-08 Rev1	Interagency, IGO, and NGO Coordination During Joint Operations (Vols I & II)
3-12 Rev1	Doctrine for Joint Nuclear Operations
3-13 Rev1 ^{C2}	Information Operations
3-17 Ch1	Joint Doctrine and TTP for Air Mobility OPS
3-32	C2 for Joint Maritime Operations
3-54 Rev1	Operations Security
3-63	Detainee Operations
4-02 Rev1 ^{C3}	Health Service Support in Joint Operations
4-05 Rev1	Joint Mobilization Planning
4-06 Rev1	Mortuary Affairs in Joint Operations
6-0 Rev1 ^{C4}	Doctrine for Communications Systems Support to Joint Operations

IN ASSESSMENT OVER NEXT 6 MONTHS

PUB#	TITLE
0-2**	Unified Action Armed Forces (UNAAF)
1-05*	Religious Support in Joint Operations
2-01*	Joint and National Intelligence Support to Military Operations
3-02**	Joint Doctrine for Amphibious Operations
3-09.3*	JTTP for Close Air Support (CAS)
3-31*	C2 for Joint Land Operations
3-40*	Joint Doctrine for Combatting Weapons of Mass Destruction
3-52*	Joint Doctrine for Airspace Control in the CZ
3-53*	Doctrine for Joint Psychological Operations
4-01.5**	JTTP for Transportation Terminal Operations
4-07**	JTTP for Common-User Logistics During Joint Operations

* Preliminary Assessment ** Formal Assessment

*** Formal Assessment "on hold" Pending Special Study

^{C1} Incorporates JP 3-07 ^{C2} Incorporates JP 3-13.1

^{C3} Incorporates JPs 4-02.1 and 4-02.2 ^{C4} Incorporates JP 6-02

IN REVISION OVER THE NEXT 6 MONTHS

PUB#	TITLE
1-0	Personnel Support to Joint Operations
1-06	JTTP for Financial Management During Joint OPS
2-0	Doctrine for Intelligence Support to Joint OPS
2-01.2	Joint Doctrine, TTP for Counterintelligence OPS
2-01.3	JTTP for JIPB
2-03	Geospatial Intelligence (GEOINT) Support to Joint Operations
3-01 ^{C5}	Joint Doctrine for Countering Air and Missile Threats
3-03	Doctrine for Joint Interdiction Operations
3-04	Shipboard Rotorcraft Operations
3-05.1 ^{C6}	JTTP for Joint Special Operations Task Force Operations
3-07.3	JTTP for Peace Operations
3-07.4	Joint Counterdrug Operations
3-07.5	JTTP for Noncombatant Evacuation Operations
3-09	Joint Fires
3-09.1	JTTP for Laser Designation Operations
3-10 ^{C7}	Joint Security Operations in Theater
3-11	Joint Doctrine for Operations in NBC Environments
3-14 ^{C8}	Joint Doctrine for Space Operations
3-15	Joint Doctrine for Barriers, Obstacles, and Mine Warfare
3-16	Joint Doctrine for Multinational Operations
3-18	Joint Doctrine for Forcible Entry Operations
3-34 ^{C9}	Joint Engineer Operations
3-35 ^{C10}	Joint Deployment and Redeployment Operations
3-50 ^{C11}	Joint Doctrine for Personnel Recovery
3-51	Joint Doctrine for Electronic Warfare
3-57 ^{C12}	Civil-Military Operations
3-58	Joint Doctrine for Military Deception
3-59	JTTP for Meteorological and Oceanographic Support
3-60 ^{C13}	Joint Doctrine for Targeting
4-0	Doctrine for Logistic Support of Joint Operations
4-01.3 ^{C14}	JTTP for Movement Control
4-01.4 ^{C14}	JTTP for Joint Theater Distribution
4-01.7 ^{C14}	JTTP for Use of Intermodal Containers in Joint Operations
4-05.1	JTTP for Manpower Mobilization and Demobilization Operations: RC Callup
4-09 ^{C14}	Joint Doctrine for Global Distribution
5-0	Joint Operations Planning
5-00.2	Joint Task Force Headquarters

^{C5} Incorporates JPs 3-01.2 and 3-01.3

^{C6} Incorporates JP 3-05.2 ^{C7} Incorporates JP 3-10.1

^{C8} Incorporates JP 3-14.1 ^{C9} Incorporates JP 4-04

^{C10} Incorporates JP 4-01.8

^{C11} Incorporates JPs 3-50.2, 3-50.21, and 3-50.3

^{C12} Incorporates JP 3-57.1 ^{C13} Incorporates JP 2-01.1

^{C14} Consolidation as JP 4-09

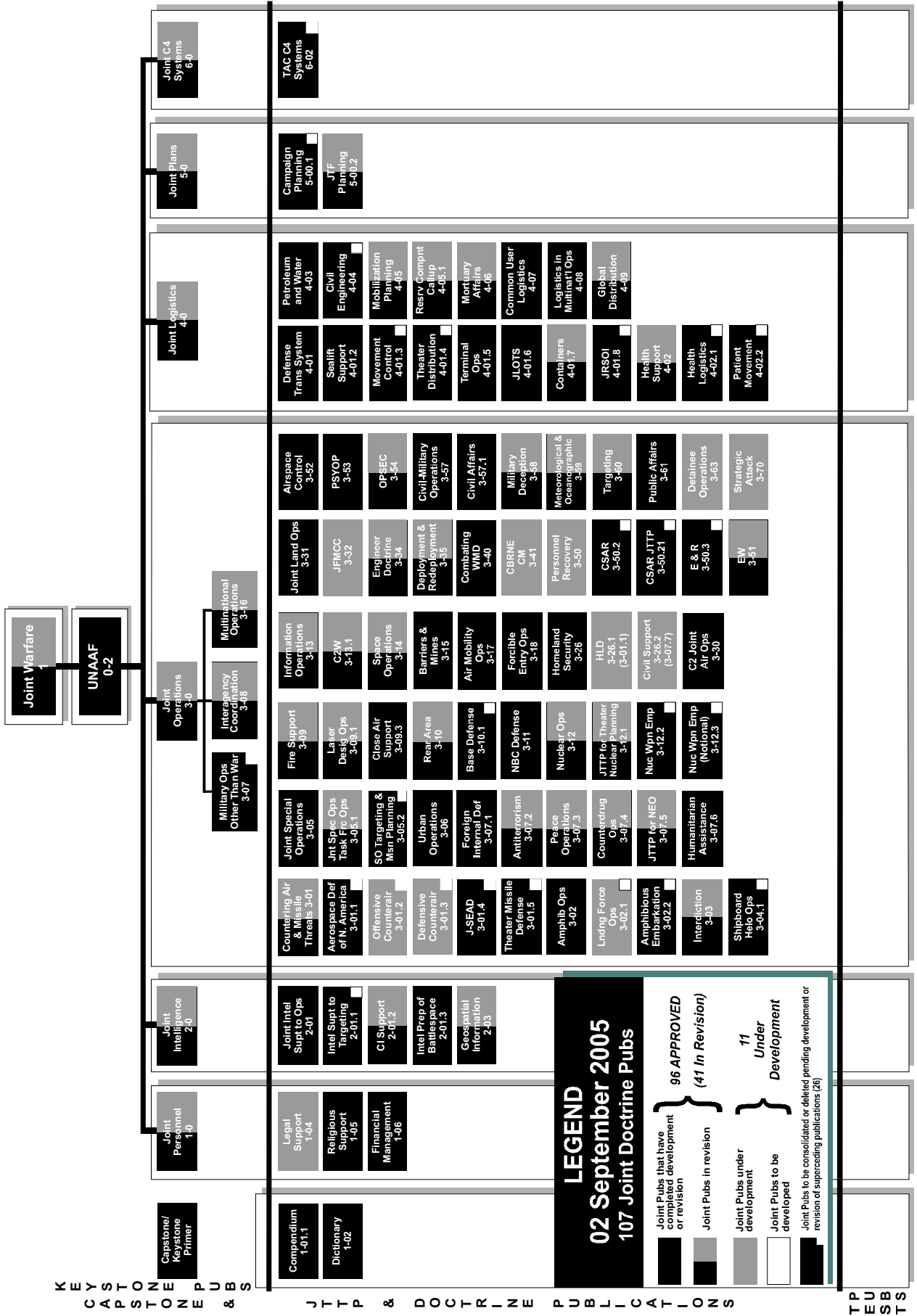
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JOINT DOCTRINE HIERARCHY



DOCTRINE ORGANIZATION UPDATES

JOINT STAFF, J-7 JOINT EDUCATION AND DOCTRINE DIVISION (JEDD), JOINT DOCTRINE BRANCH (JDB)

By Colonel Jerry Lynes, USMC, Division Chief

Personnel Turnover. The JDB has experienced several personnel changes over the summer months. LtCol Brent Goddard, USMC, has checked in as the new Branch Chief following a command tour and a year at the Industrial College of the Armed Forces. Lt Col T.J. Palmer, USAF, the former Branch Chief, moved up to the Division Integrator position. LCDR Paul Nylund, USN, checked in as a new action officer from a successful Department Head tour.

Joint Doctrine Hierarchy Status. The percentage of joint publications (JPs) in revision or being consolidated with others remains near 60% and that will continue for at least the next year. Currently, all eight capstone and keystone JPs are in revision. The consolidation plan continues to be on track with the goal of reducing the number of JPs to between 70 and 80 publications. Additionally, there are seven JPs in various stages of development.

Major Ongoing Tasks. In addition to being involved in an unprecedented joint doctrine revision effort, JDB is dedicating considerable time and resources to:

- Continue work on the effects-based operations concept. Specifically, traditional COG analysis and Dr. Joe Strange's "critical factors model" are being reconciled with the emerging effects based approach to planning.
- Address appropriate doctrine, organization, training, materiel, leadership and education, personnel, and facilities (or DOTMLPF) considerations to enable the Joint Doctrine Development Community to make the joint doctrine process more responsive and relevant.
- Place the Joint Doctrine Electronic Information System (JDEIS) on SIPR/NIPR networks and achieve Initial

Operating Capability with the "Large Document Staffing Tool."

- Develop a Joint Staff doctrine sponsor training package.
- Accommodate anticipated CJCS guidance on the scope, content, and way ahead of the revision of JP 1, *Joint Warfare of the Armed Forces of the United States*.

Each member of the JDB is the POC for assigned publications as follows:

- **LtCol Goddard:** JPs 1-05, 3-05, 3-05.1, 3-06, 3-07, 3-07.1, 3-07.6, 3-09, 3-09.1, 3-10, 3-11, 3-40, and 3-52.
- **LTC Seman:** JPs 1-04, 3-07.2, 3-07.3, 3-07.4, 3-07.5, 3-26, 3-26.1, 3-26.2, 3-35, and 3-41; and the JP 4-0 series (except JP 4-04).
- **Lt Col Weatherington:** JP 1, 0-2, 1-0, 3-0, 3-01, 3-03, 3-09.3, 3-12, 3-12.1, 3-17, 3-30, 3-31, 3-32, 3-51, 3-70, 5-0, 5-00.2, and 6-0.
- **LCDR Nylund:** JPs 1-06, 3-02, 3-02.1, 3-02.2, 3-04.1, 3-13, 3-13.1, 3-14, 3-14.1, 3-15, 3-18, 3-34, 3-50, 3-53, 3-54, 3-57, 3-58, 3-59, 3-61, 3-63, and 4-04; and CJCSI 5120.02, *Joint Doctrine Development System*.
- **Mr. McDonald:** JPs 3-08, 3-16, and 3-60; and Allied Doctrine.
- **Mr. Sartino:** JP 2-0 series and Allied Doctrine.
- **Mr. Fleischmann:** JPs 1-02 and 1-01.1.

HEADQUARTERS, US ARMY TRAINING AND DOCTRINE COMMAND (TRADOC), FUTURES CENTER, JOINT AND ALLIED DOCTRINE DIVISION (JADD)

By Colonel Donald G. Lisenbee, Jr., USA, Chief

Personnel Changes. JADD bid farewell to three outstanding members: COL James Slavin, LTC Kevin McRee, and LTC Gerald Torrence. Additionally, Mr. Chuck Maurer, a long time stalwart of JADD, will be departing soon. They all contributed immeasurably to JADD, the Futures Center, and the Army. We wish them well. I am looking forward to my new mission as the JADD Chief and I'd also like to welcome four other new

(Organization updates continued on next page)

members to the team; LTC Lisa Wall, LTC Randy McIlhaney, LTC James Beasley, and Mr. Jim Bradley.

JP 3-0, *Joint Operations* (Revision Second Draft (RSD)). JADD submitted consolidated TRADOC comments to HQDA G-35 (P) on 7 July 2005. Significant TRADOC issues included: redundancy with JP 1, *Joint Warfare of the Armed Forces of the United States*, in describing the "security environment" and "strategic setting" in Chapter I, "Strategic Context;" an unclear treatment regarding the "supported commander for an area of operations" in Chapter III, "Joint Functions;" and a poorly developed treatment of "effects-based operations" and a poorly organized discussion of "operational art and design" in Chapter IV, "Operational Art," and Chapter V, "Major Operations and Campaigns." Significant TRADOC contributions included: a complete rewrite of the sections dealing with operational art and design in Chapter IV; and a complete rewrite of the "assessment" section in Chapter V. The lead agent, USJFCOM, chaired a joint working group (JWG) from 21-23 September 2005 to adjudicate the JP 3-0 RSD comments. JADD hosted an Army working group just prior on 20 September 2005 to discuss key issues and refine positions.

JP 3-34, *Joint Engineer Operations*, and JP 4-04, *Joint Doctrine for Civil Engineering Support*, Consolidation. The JP 3-34 (Revision First Draft) was released by JS J-7 for worldwide review on 21 March 2005. Comments were submitted to HQDA G-35(P) on 6 May 2005. JADD chaired a JWG on 20-21 July 2005 to adjudicate the 191 major and critical comments. The JWG was successful and the next step is to adjudicate all comments and prepare the next draft. Note: Due to numerous dependencies on content in JP 3-0, JP 3-34 can't proceed to final coordination (FC) until the JP 3-0 FC draft is released for worldwide review.

JP 3-63, *Detainee Operations*. JADD participated in a JP 3-63 pre-FC draft JWG at USJFCOM from 23-25 August 2005. The JWG focused efforts on further reorganization and revision of Chapter I regarding the categorization of detainees. This work aligns JP 3-63 terminology with the soon to be released revision of DOD Directive 2310.1, *DOD Enemy POW Detainee Program*. Remaining development actions were highlighted by JS J-7 as follows:

- September/October 2005—release of JP 3-63 FC draft for worldwide staffing.
- December 2005—FC version comments due JS J-7.
- March 2006—projected approval.

Army Knowledge Online (AKO) Doctrine Announcement Site. JADD created a new Web site on AKO that announces new/revised published doctrine at <https://www.us.army.mil/suite/page/136361>. On 30 June 2005, the AKO administrator e-mailed an announcement notifying the Army of its availability and allowing customers to subscribe to receive periodic notifications of the availability of newly published doctrinal publications posted on AKO and the Reimer Digital Library. The message was sent to 501,500 users. TRADOC will continue to publicize the site to potential new subscribers.

Object-Based Publishing (OBP). An OBP contract was awarded in September 2005 and work began immediately. Initially, the OBP focus will be to convert selected doctrine being written at the US Army Intelligence Center at Fort Huachuca, AZ, and at the Combined Arms Doctrine Directorate at Fort Leavenworth, KS. Doctrine will be converted to Extensible Markup Language (XML) objects; and lessons learned from this will be analyzed to determine if we can enhance the doctrine development process. Once this phase has been completed, TRADOC will determine the feasibility of TRADOC-wide implementation.

HEADQUARTERS, AIR FORCE DOCTRINE CENTER (HQ, AFDC/DJ)

Personnel Changes. The AFDC/DJ roster remained stable over the summer assignment cycle. Lt Col Jon "Lupus" Wolfe, an F-15C pilot, has joined AFDC's joint doctrine team. He replaces Lt Col Kevin Zeeck who moved to AFDC's doctrine deployment directorate.

JP 3-17, *Joint Doctrine and JTTP for Air Mobility Operations*, Change 1. The JP 3-17 lead agent, USTRANSCOM, is planning to host a joint working group in the November 2005 timeframe to address Service concerns with the Air Force's change proposal. The change updates the chapter on "Global Air Mobility Support System" with information on the Air Force's new contingency response groups. The Air Force now has eight contingency response groups and two contingency response wings organized as quick-response airbase opening capabilities for a joint force commander. The proposal also introduces USCENTCOM's "senior airfield authority" term in an attempt to establish a joint authority for airfield layout and operations. The term has been in use across the USCENTCOM area of responsibility since December 2004.

AIR LAND SEA APPLICATION (ALSA) CENTER

By Colonel Michael R. Martinez, USA, Director

The Air Land Sea Application (ALSA) Center located at Langley AFB, VA, continues to publish multi-Service tactics, techniques, and procedures (MTTP) focusing on meeting the "immediate needs of the warfighter." Since the last edition of *A Common Perspective*, we have been fortunate to have our new Air Force Deputy Director report in after completing his studies at the National War College. Colonel (S) Robert "Snort" Givens arrived at the end of June 2005 with his wife Carla and two boys Morgan and Mitchell. With his A-10 and F-16 background as well as his multiple combat tours, he is a welcome addition to the ALSA team. The action officer losses over the past year also were filled by gaining three new Army officers and one Air Force officer this summer. Finally, major construction and repairs to our building due to Hurricane Isabel damage have been completed. With that five-month construction project finished, life at ALSA will get back to normal and we look forward to a productive FY 06.

Recently completed publications include, *Brevity, Kill Box, Unexploded Ordinance Disposal, Tactical Convoy Operations, Aviation Urban Operations, Explosive Ordinance Disposal*, and a second printing of *Joint Fires*. Ongoing efforts at the ALSA Center include the development and/or revision of MTTPs on *Detainee Operations, Cordon and Search, Technical Intelligence, and Tactical Employment of Unmanned Aerial Systems*. *Tactical Convoy Operations (TCO)* has been a best seller with the requirement to go to a second printing less than five months after distribution of 57,000 copies of the rip-stop, weatherproof, cargo pocket-

size publication to the Services. *TCO* was produced on the fast track timeline and took six months to complete. *Cordon and Search* is now being written and a second joint working group met in August 2005 to finalize the first draft. Our latest initiatives include *Technical Intelligence (TECHINT)* and *Tactical Employment of Unmanned Aerial Systems (TEUAS)*. ALSA has received approval to move forward with *TECHINT* and the program approval packet for *TEUAS* has been sent to the Joint Action Steering Committee for approval. The final version of *Detainee Operations* continues to elude us as we strive to ensure the publication is in compliance with pending joint doctrine and legal concerns. It is understandably a contentious but timely publication and we are working diligently to get a product aimed at the tactical-level operating units to the field as quickly as practical.

We welcome suggestions for publication topics that fill tactical interoperability or doctrinal voids between the Services. Those that make it through the program approval process normally are produced within one year and normally become Service doctrine for all the Services. Those publications deemed a higher priority can be produced on the "fast track" and will be finished in six months. Presently, 85% of our publications are less than two years old, validating our ability to produce current MTTP and get it to the field quickly. Our publications carry the authority of Service doctrine and ALSA's capability to produce multi-Service level doctrine within the timeframe of ongoing combat operations is without peer. FY 06 is shaping up to be a busy year for the ALSA Center as we continue to support the Services and deployed units in Iraq and Afghanistan. For more information on any of our MTTPs, or to recommend a new MTTP topic for development, visit our Web site at <http://www.alsa.mil> or contact us at alsadirector@langley.af.mil.

ALSA PROJECTS UPDATE CURRENT ALSA PUBLICATIONS

TITLE	DATE	PUB #	DESCRIPTION
ADUS: <i>MTTP for Air Defense of the United States</i> Classified SECRET/RELCAN	22 MAR 04	FM 3-01.1 NTTP 3-26.1.1 AFTTP(I) 3-2.50	Supports planners, warfighters, and interagency personnel participating in air defense of the US by providing planning, coordination, and execution information. Pub is primarily focused at the tactical level. Includes Operation NOBLE EAGLE and Exercise CLEAR SKIES lessons learned. Current Status: Assess 1 Sep 05 (18mo) Revise 1 Mar 07 (3yr) POC: Team E alsae@langley.af.mil
AMCI: <i>Army and Marine Corps Integration in Joint Operations</i> Approved for Public Release	21 NOV 01 Transitioned to Army Nov 04	FM 3-31.1 (FM 90-31) MCWP 3-36	Describes the capabilities and limitations of selected Army and Marine Corps organizations and provides TTP for the integrated employment of these units in joint operations. The example used is C2 of a notional Army Brigade by a MEF or C2 of a MEB by an Army Corps. Current Status: Transitioned 1 Nov 04 (3yr) (New POC is CAC/CADD, Ft. Leavenworth) ALSA transition POC: Team F alsaf@langley.af.mil

(Organization updates continued on next page)

ALSA PROJECTS UPDATE CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
AVIATION URBAN OPERATIONS: <i>Multi-Service Tactics, Techniques, and Procedures for Aviation Urban Operations</i> Distribution Restricted	09 JUL 05	FM 3-06.1 (FM 1-130) MCRP 3-35.3A NTTP 3-01.04 AFTTP(I) 3-2.29	Provides MTTP for tactical-level planning and execution of fixed- and rotary-wing aviation urban operations. Current Status: Assess 1 Jan 07 (18 mo). POC: Team E alsae@langley.af.mil
BREVITY: <i>Multi-Service Brevity Codes</i> Distribution Restricted	15 JUN 05	FM 1-02.1 (FM 3-54.10) MCRP 3-25B NTTP 6-02.1 AFTTP(I) 3-2.5	A dictionary of multi-Service use brevity codes to augment JP 1-02, <i>DOD Dictionary of Military and Associated Terms</i> . This pub standardizes air-to-air, air-to-surface, surface-to-air, and surface-to-surface brevity code words in multi-Service operations. Current Status: Complete. Available electronically. https://www.mil.alsa.mil/CurrentPublications POC: Team F alsaf@langley.af.mil
COMCAM: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Combat Camera Operations</i> Approved for Public Release	15 MAR 03	FM 3-55.12 MCRP 3-33.7A NTTP 3-13.12 AFTTP(I) 3-2.41	Fills the void that exists regarding combat camera doctrine, and assists JTF commanders in structuring and employing combat camera assets as an effective operational planning tool. Current Status: Assess 1 Sep 04 (18mo) Revise 1 Mar 06 (3yr) POC: Team C alsac@langley.af.mil
EOD: <i>Multi-Service Procedures for Explosive Ordnance Disposal in a Joint Environment</i> Approved for Public Release	15 FEB 01	FM 4-30.16 MCRP 3-17.2C NTTP 3-02.5 AFTTP(I) 3-2.32	Provides guidance and procedures for the employment of a joint explosive ordnance disposal (EOD) force. The manual assists commanders and planners in understanding the EOD capabilities of each Service. Current Status: Phase IV edit at ALSA. POC: Team B alsab@langley.af.mil
HAVE QUICK: <i>Multi Service Communications procedures for the Have Quick Radio System</i> Distribution Restricted	MAY 04	FM 6-02.771 MCRP 3-40.3F NTTP 6-02.7 AFTTP(I) 3-2.49	Simplifies planning and coordination of HAVE QUICK radio procedures and responds to the lack of HAVE QUICK TTP throughout the Services. Additionally, it provides operators information on multi-Service HAVE QUICK communication systems while conducting home station training or in preparation for interoperability training. Current Status: Assess 1 Nov 05 (18 mo) Revise 1 May 07 (3yr) POC TEAM C alsaa@langley.af.mil
HF-ALE: <i>Multi-Service Tactics, Techniques, and Procedures for the High Frequency-Automatic Link Establishment (HF-ALE) Radios</i> Approved for Public Release	1 SEP 03	FM 6-02.74 MCRP 3-40.3E NTTP 6-02.6 AFTTP(I) 3-2.48	Standardizes high power and low power HF-ALE operations across the Services and enable joint forces to use HF radio as a supplement / alternative to overburdened SATCOM systems for over-the-horizon communications. Current Status: Assess 1 Mar 05 (18mo) Revise 1 Sep 06 (3yr) POC: Team C alsac@langley.af.mil
IADS: <i>Multi-Service Tactics, Techniques, and Procedures for an Integrated Air Defense System(IADS)</i> Distribution Restricted	30 OCT 04	FM 3-01.15 MCRP 3-25E NTTP 3-01.8 AFTTP(I) 3-2.31	Provides joint planners with a consolidated reference on Service air defense systems, processes, and structures, to include integration procedures. Current Status: Assess 1 Jan 06 (18 mo) Revise 30 Oct 07 (3yr) POC: Team D alsad@langley.af.mil
ICAC2: <i>Multi-Service Procedures for Integrated Combat Airspace Command and Control</i> Approved for Public Release	30 JUN 00 Retain until TAGS Revision	FM 3-52.1 (FM 100-103-1) MCRP 3-25D NTTP 3-52.1(Rev A) AFTTP(I) 3-2.16	Provides detailed TTP for airspace C2 to include specialized missions not covered in JP 3-52, <i>Doctrine for Joint Airspace Control in a Combat Zone</i> . Includes specific information on interfaces and communications required to support integrated airspace control in a multi-Service environment. Current Status: At Nov 04 JASC, Services agreed to retain ICAC2 until TAGS is assessed in May 05. Will incorporate portions of ICAC2 that did not transition to JP 3-52 into next TAGS revision. POC: Team D alsad@langley.af.mil
IDM: <i>Multi-Service Tactics, Techniques, and Procedures for the Improved Data Modem Integration</i> Distribution Restricted	30 MAY 03	FM 6-02.76 MCRP 3-25G NTTP 6-02.3 AFTTP(I) 3-2.38	Provides digital connectivity to a variety of attack and reconnaissance aircraft; facilitates exchange of near-real-time targeting data and improves tactical situational awareness by providing a concise picture of the multi-dimensional battlefield. Current Status: Assess 1 Nov 04 (18mo) Revise 1 May 06 (3yr) POC: Team C alsac@langley.af.mil

ALSA PROJECTS UPDATE CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
IFF: MTTP for Mk XII Mode 4 Security Issues in a Joint Integrated Air Defense System Classified SECRET	11 DEC 03	FM 3-01.61 MCWP 3-25.11 NTTP 6-02.4 AFTTP(I) 3-2.39	Educates the warfighter to security issues associated with using the Mark XII IFF Mode 4 Combat Identification System in a joint integrated air defense environment. It captures TTP used today by the warfighter that can address those security issues. Current Status: Assessed 1 Jun 05 (18mo) Revise 1 Dec 06 (3yr) POC: Team A alsaa@langley.af.mil
INTERPRETER OPERATIONS FOUO	APR 04	Center for Army Lessons Learned (CALL) Handbook 04-7	Team B will monitor this project for 18 months following the release of the handbook and then decide whether to develop as an MTTP or remove it as a monitored project. Current Status: Complete. Available electronically at call.army.mil . POC Team B alsab@langley.af.mil
JAOC / AAMDC: Multi-Service Tactics, Techniques, and Procedures for Joint Air Operations Center and Army Air and Missile Defense Command Coordination Distribution Restricted	22 MAR 04	FM 3-01.20 AFTTP(I) 3-2.30	Addresses coordination requirements between the Joint Air Operations Center and the Army Air and Missile Defense Command. Assists the JFC, JFACC, and their staffs in developing a coherent approach to planning and execution of AMD operations. Current Status: Assess 1 Sep 05 (18mo) Revise 1 Mar 07 (3yr) POC: Team D alsad@langley.af.mil
JATC: Multi-Service Procedures for Joint Air Traffic Control Distribution Restricted	17 JUL 03	FM 3-52.3 (FM 100-104) MCRP 3-25A NTTP 3-56.3 AFTTP(I) 3-2.23	Is a ready reference source for guidance on ATC responsibilities, procedures, and employment in a joint environment. Discusses JATC employment and Service relationships for initial, transition, and sustained ATC operations across the spectrum of joint operations within the theater or area of responsibility (AOR). Current Status: Assess 1 Jan 05 (18mo) Revise 1 Jul 06 (3yr) POC: Team F alsaf@langley.af.mil
JFIRE: Multi-Service Procedures for the Joint Application of Firepower(JFIRE) Distribution Restricted	30 OCT 04	FM 3-09.32 MCRP 3-16.6A NTTP 3-09.2 AFTTP(I) 3-2.6	Is a pocketsize guide of procedures for calls for fire, CAS, and naval gunfire. Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing integrated battlefield operations. Current Status: Assess 1 Jan 06 (18 mo) Revise 30 Oct 07 (3yr) POC: Team A alsaa@langley.af.mil
JFIRE: Multi-Service Procedures for the Joint Application of Firepower(JFIRE) Distribution Restricted	30 OCT 04	FM 3-09.32 MCRP 3-16.6A NTTP 3-09.2 AFTTP(I) 3-2.6	Is a pocketsize guide of procedures for calls for fire, CAS, and naval gunfire. Provides tactics for joint operations between attack helicopters and fixed-wing aircraft performing integrated battlefield operations. Current Status: Assess 1 Jan 06 (18 mo) Revise 30 Oct 07 (3yr) POC: Team A alsaa@langley.af.mil
JSEAD / ARM-J: Multi Service Tactics, Techniques, and Procedures for the Suppression of Enemy Air Defenses in a Joint Environment Classified SECRET	28 MAY 04	FM 3-01.4 MCRP 3-22.2A NTTP 3-01.42 AFTTP(I) 3-2.28	Fills a planning and employment void not captured in existing joint tactics, techniques, and procedures. It contributes to Service interoperability by providing the JTF and subordinate commanders, their staffs, and SEAD operators a single, consolidated reference. Additionally, this publication discusses the employment of intelligence, surveillance, and reconnaissance assets, and electronic and destructive attack weapons systems to destroy/disrupt/degrade the enemy's air defenses. It also incorporates appropriate anti-radiation missile information. Current Status: Assess 1 Nov 05 (18 mo) Revise 1 May 07 (3yr) POC: Team A alsaa@langley.af.mil
JSTARS: Multi-Service Tactics, Techniques, and Procedures for the Joint Surveillance Target Attack Radar System Distribution Restricted	17 MAR 03	FM 3-55.6 (FM 90-37) MCRP 2-1E NTTP 3-55.13 (Rev A) AFTTP(I) 3-2.2	Provides procedures for the employment of the Joint Surveillance Target Attack Radar System (JSTARS) in dedicated support to the JFC. Revision will be unclassified. The unclassified revision describes multi-Service TTP for consideration and use during planning and employment of the JSTARS. Current Status: Assessed "retain at ALSA." Expect to revise due to OEF/OIF lessons learned, with early revision aligned with AFTTP 3-1.30 (JSTARS) rewrite conference. Revise 1 Dec 05 (3yr) POC: Team D alsad@langley.af.mil

(Organization updates continued on next page)

ALSA PROJECTS UPDATE

CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
JTF IM: <i>Multi-Service Tactics, Techniques, and Procedures for Joint Task Force Information Management</i> Distribution Restricted	10 SEP 03	FM 6-02.85 (FM 101-4) MCRP 3-40.2A NTTP 3-13.1.16 AFTTP(I) 3-2.22	Describes how to manage, control, and protect information in a JTF headquarters conducting continuous operations. Current Status: Assess 1 Mar 05 (18mo) Revise 1 Sep 06 (3yr) POC: Team C alsac@langley.af.mil
JTF LNO Integration: <i>Multi-Service Tactics, Techniques, And Procedures For Joint Task Force (JTF) Liaison Officer Integration</i> Distribution Restricted	27 JAN 03	FM 5-01.12 (FM 90-41) MCRP 5-1.B NTTP 5-02 AFTTP(I) 3-2.21	Defines liaison functions and responsibilities associated with operating a JTF. Current Status: Assess 27 Jun 04 (18 mo) Revise 27 Jan 06 POC: Team G alsag@langley.af.mil
JTMTD: <i>Multi-Service Procedures for Joint Theater Missile Target Development</i> Distribution Restricted	11 NOV 03	FM 3-01.51 (FM 90-43) NTTP 3-01.13 AFTTP(I) 3-2.24	Documents TTPs for threat missile target development in early entry and mature theater operations. It provides a common understanding of the threat missile target set and information on the component elements involved in target development and attack operations. Current Status: Assessed "Transition to JP 3-60, <i>Targeting</i> , JP 3-01; <i>Countering Air and Missile Threats</i> ; and other ALSA MTTPs. POC: Team D alsad@langley.af.mil
KILL BOX: <i>MTTP for Kill Box Employment</i> Distribution Restricted	JUL 05	FM 3-09.34 MCRP 3-25H NTTP 3-09.2.1 AFTTP(I) 3-2.59	This MTTP assists the Services and Joint Force Commanders in developing, establishing, and executing Kill Box procedures to allow rapid target engagement. This MTTP describes timely, effective multi-service solutions to FSCMs, ACMs, and maneuver control measures with respect to Kill Box operations. Current Status: Assess 1 Jan 07 (18 mo) Revise 1 Jul 08. POC: Team B alsab@langley.af.mil
NLW: <i>Tactical Employment of Nonlethal Weapons</i> Approved for Public Release	15 JAN 03	FM 3-22.40 (FM 90-40) MCWP 3-15.8 NTTP 3-07.3.2 AFTTP(I) 3-2.45 USCG Pub 3-07.31	Supplements established doctrine and TTP providing reference material to assist commanders and staffs in planning/coordinating tactical operations. It incorporates the latest lessons learned from real world and training operations, and examples of TTP from various sources. Current Status: Assess 15 Jul 04 (18mo) Revise 1 Jan 06 (3yr) POC: Team F alsaf@langley.af.mil
PEACE OPS: <i>MTTP for Conducting Peace Operations</i> Approved for Public Release	26 OCT 03	FM 3-07.31 MCWP 3-33.8 AFTTP(I) 3-2.40	Provides tactical level guidance to the warfighter for conducting peace operations. Current Status: Assess 1 Apr 05 (18 mo) Revise 1 Oct 06 (3yr) POC: Team E alsae@langley.af.mil
REPROGRAMMING: <i>Multi-Service Tactics, Techniques, and Procedures for the Reprogramming of Electronic Warfare and Target Sensing Systems</i> Distribution Restricted	6 JAN 03	FM 3-51.1 (FM 34-72) MCRP 3-40.5B NTTP 3-13.1.15 AFTTP(I) 3-2.7	Supports the JTF staff in the planning, coordinating, and executing of reprogramming of electronic warfare and target sensing systems as part of joint force command and control warfare operations. Current Status: Assess 6 Jul 04 (18mo) Revise 6 Jan 06 (3yr) POC: Team G alsag@langley.af.mil
RISK MANAGEMENT Approved for Public Release	15 FEB 01	FM 3-100.12 (FM 5-19.1) MCRP 5-12.1C NTTP 5-03.5 AFTTP(I) 3-2.34	Provides a consolidated multi-Service reference, addressing risk management background, principles, and application procedures. To facilitate multi-Service interoperability, it identifies and explains the risk management process and its differences and similarities as it is applied by each Service. Current Status: Assess 15 Aug 05 (18 mo) Revise 15 Feb 07 (3 yr) POC: Team G alsag@langley.af.mil
SURVIVAL, EVASION, AND RECOVERY: <i>Multi Service Procedures for Survival, Evasion, and Recovery</i> Distribution Restricted	19 MAR 03	FM 3-50.3 (FM 21-76-1) MCRP 3-02H NTTP 3-50.3 AFTTP(I) 3-2.26	Provides a weather-proof, pocket-sized, quick reference guide of basic survival information to assist Service members in a survival situation regardless of geographic location. Current Status: Revise 1 Mar 06 (3yr) POC: Team B alsab@langley.af.mil

ALSA PROJECTS UPDATE
CURRENT ALSA PUBLICATIONS (Cont.)

TITLE	DATE	PUB #	DESCRIPTION
TACTICAL CONVOY OPERATIONS: <i>MTTP for Tactical Convoy Operations</i> Distribution Restricted	MAR 05	FM 4-01.45 MCRP 4-11.3H NTTP 4-01.3 AFTTP(I) 3-2.58	Consolidates the Services' best tactics, techniques, and procedures used in convoy operations into a single multi-Service TTP. This MTTP focuses on combat support and combat service support forces and provides a quick reference guide for convoy commanders and subordinates on how to plan, train, and conduct tactical convoy operations in the contemporary operating environment. Current Status: Active. In distribution. POC: Team E alsae@langley.af.mil
TACTICAL RADIOS: <i>Multi-Service Communications Procedures for Tactical Radios in a Joint Environment</i> Approved for Public Release	14 JUN 02	FM 6-02.72 (FM 11-1) MCRP 3-40.3A NTTP 6-02.2 AFTTP(I) 3-2.18	Standardizes joint operational procedures for Single-Channel Ground and Airborne Radio Systems (SINCGARS) and provides and overview of the multi-Service applications of Enhanced Position Location Reporting System (EPLARS). Current Status: Assess 14 Dec 06 (18mo) Revise 14 Jun 08 (3 yr) POC: Team G alsag@langley.af.mil
TADIL-J: <i>Introduction to Tactical Digital Information Link J and Quick Reference Guide</i> Approved for Public Release	30 JUN 00 Transitioned to FORSCOM NOV 04	FM 6-24.8 (FM 6-02.241) MCRP 3-25C NTTP 6-02.5 AFTTP(I) 3-2.27	Provides a guide for warfighters with limited or no experience or background in TADIL J and needing a quick orientation for supplemental or in-depth information. TADIL J is also known in NATO as Link 16. Current Status: Transitioned. Incorporated into FORSCOM Joint Tactical Air Operations (JTAO) Procedural Handbook POC: Team C alsac@langley.af.mil
TAGS: <i>Multi-Service Tactics, Techniques, and Procedures for the Theater Air Ground System</i> Approved for Public Release	8 DEC 03	FM 3-52.2 (FM 100-103-2) MCRP 3-25F NTTP 3-56.2 AFTTP(I) 3-2.17	Promotes inter-Service awareness regarding the role of airpower in support of the JFC's campaign plan, increases understanding of the air-ground system, and provides planning considerations for the conduct of air-ground operations. Current Status: Assessed "Revise at ALSA." Revision accelerated to begin 1 Dec 05 (3yr), and will include portions of ICAC2 that did not transition to JP 3-52. POC: Team D alsad@langley.af.mil
TMD IPB: <i>Multi-Service Tactics, Techniques, and Procedures for Theater Missile Defense Intelligence Preparation of the Battlespace</i> Approved for Public Release	4 MAR 02 Transitioned to Army NOV 04	FM 3-01.16 MCRP 2-12.1A NTTP 2.01.2 AFTTP(I) 3-2.36	Provides a systematic and common methodology for analyzing the theater adversary missile force in its operating environment. Current Status: Transitioned. (New POC is CAC/CADD, Ft. Leavenworth) POC: Team B alsab@langley.af.mil
TST: <i>MTTP for Targeting Time-Sensitive Targets</i> Distribution Restricted	20 APR 04	FM 3-60.1 MCRP 3-16D NTTP 3-60.1 AFTTP(I) 3-2.3	Provides the JFC, the JFC's operational staff, and components unclassified MTTP to coordinate, deconflict, synchronize, and prosecute TSTs within any AOR. Includes OIF and OEF lessons learned, multinational and other government agency considerations. Appendix D- COMUSCENTAF Counter-SCUD CONOPS and Playbook (SECRET REL GBR/AUS) Appendix F-TST Collaboration Tools Appendix G- CGRS (Available via electronic means only.) Current Status: Under assessment as of 1 Oct 05 (18mo) Revise 1 Apr 07 (3yr) POC: Team F alsaf@langley.af.mil
UHF TACSAT/ DAMA OPERATIONS: <i>Multi Service Tactics, Techniques, and Procedures package for UHF TACSAT Frequency Management</i> Approved for Public Release	JUN 04	FM 6-02.90 MCRP 3-40.3G NTTP 6-02.9 AFTTP(I) 3-2.53	Documents TTP that will improve efficiency at the planner and user levels. (Recent operations at JTF level have demonstrated difficulties in managing limited number of UHF TACSAT frequencies.) Current Status: Assess 1 Dec 05 (18mo) Revise 1 Jun 07 (3yr) POC: Team C alsac@langley.af.mil
UXO: <i>Multi-Service Procedures for Unexploded Ordnance Operations (UXO)</i> Approved for Public Release	AUG 05	FM 3-100.38 MCRP 3-17.2B NTTP 3-02.4.1 AFTTP(I) 3-2.12	Describes hazards of unexploded explosive ordnance (UXO) sub-munitions to land operations, addresses UXO planning considerations, and describes the architecture for reporting and tracking UXO during combat and post conflict. Current Status: Awaiting Print POC: Team B alsab@langley.af.mil

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NEW ALSA PROJECTS			
TITLE	EST PUB DATE	PUB #	DESCRIPTION AND STATUS
CORDON AND SEARCH: <i>MTTP for Cordon and Search Operations</i>	MAR 06	FM xxx MCRP xxx NTTP xxx AFTTO(I) xxx	Consolidates the Services' best TTPs used in cordon and search operations into a single MTTP. This MTTP focuses on tactical level units and provides a quick reference guide for conventional ground forces, special operations forces and aviation personnel on how to plan, train, and conduct cordon and search operations in the contemporary operating environment. Current Status: Phase IV World Wide Review due 31 Oct 05 POC: Team F alsacf@langley.af.mil
DETAINEE OPERATIONS: <i>MTTP for Detainee Operations in a Joint Environment</i> Distribution Restricted	NOV 05	FM 3-19.401 MCRP 4-11.8D NTTP 3-07.8 AFTTP(I) 3-2.51	MTTP regarding detainee operations to include transporting, transferring and holding of the high-risk detainees. Current Status: Phase III, 2nd WWR completed, currently being updated. POC: Team B alsab@langley.af.mil

US SPECIAL OPERATIONS COMMAND (USSOCOM); CENTER FOR KNOWLEDGE AND FUTURES; DIRECTORATE OF JOINT SOF KNOWLEDGE (J7); JOINT DOCTRINE, EDUCATION, & LESSONS LEARNED DIVISION; JOINT DOCTRINE BRANCH (J7-DD)

By Mr. John Brush, Branch Chief

Personnel Changes. Colonel Bogdan Gieniewski, USA, has been assigned as Chief of the Joint Doctrine, Education, and Lessons Learned Division. Colonel Gieniewski is a Special Forces officer who has had several assignments in civil affairs. His most recent assignment was as an operations officer in the US Army Civil Affairs and Psychological Operations Command at Fort Bragg, NC. He brings a perspective that is greatly welcomed.

JP 3-05.1, *Joint Special Operations Task Force Operations*. This publication is being revised by USSOCOM and USJFCOM. The revision first draft (RFD) was published in mid-October 2005. It consolidates and revises currently approved JPs 3-05.1, *JTTP for Joint Special Operations Task Force (JSOTF) Operations*, and 3-05.2, *JTTP for Special Operations Targeting and Mission Planning*. The new JP 3-05.1 will provide joint doctrine for planning, preparing, executing, and assessing JSOTF operations, to include targeting and mission planning. It also will provide guidance for organizing and establishing command relationships normally associated with a JSOTF or theater special operations command. New sections will address lessons learned from recent operations that stress the value of integrated conventional force and special operations force operations. A joint working group is planned for 18-19 January 2006 at USSOCOM, MacDill AFB, FL, to review and resolve differences arising from adjudication of the RFD comments.

NAVY WARFARE DEVELOPMENT COMMAND (NWDC)

By Mr. Jim Seerden, Joint Doctrine Program Manager

Personnel Changes. The NWDC Doctrine Director, Captain Walt Luthiger, has assumed duties as Director of the Maritime Battle Center. The Deputy Doctrine Director, Mr. Mark Werner, is the acting director. Mr. Terry Cush recently came on board as the Navy Terminologist. A newly retired Navy Captain, Terry has a diverse background, including many years of operational experience in the aviation community. He brings a wealth of knowledge to the community.

Joint Force Maritime Component Commander (JFMCC) News. The final coordination draft staffing of JP 3-32, *Command and Control for Joint Maritime Operations*, is underway with Joint Doctrine Development Community inputs due to the Joint Staff (JS) doctrine sponsor, JS J-3, by 1 December 2005. There are a number of additional JFMCC and JFMCC-related projects and initiatives underway. Among them are the following:

- The Naval War College conducted a highly productive week-long, flag officer-level JFMCC course in August 2005—the initial offering of the course.
- NWDC is developing further the JFMCC operational construct with a tactical memorandum (or TACMEMO), which is Service-level "test doctrine."
- The JFMCC Operations Advisory Group continues to drive JFMCC-related initiatives across the doctrine, organization, training, materiel, leadership and education, personnel and facilities (or DOTMLPF) spectrum.



(Article continued from page 14)

Execution System. However, identification of critical vulnerabilities and capabilities are an integral part of joint intelligence preparation of the battlespace, so that information could be used to determine decisive points, lines of operation, and direct and/or indirect approaches for attacking the center(s) of gravity.

The comparable essential elements of operational design found in the EBO concept are national-strategic end state and associated objectives; identification of desired and undesired effects; identification of key, high-payoff, and critical nodes; and determining the effects-node-action-resource linkages. One also could include the following since they are compatible with the EBO concept: direct versus indirect, lines of operation, and termination. COGs or decisive points are not included because the EBO concept rarely addresses these elements and clearly does not consider them as essential. For example, the SJFHQ(CE) SOP states the following about the COG: "If it's necessary in EBO to determine centers of gravity, nodal analysis can uncover them in the course of integrated systems and nodal analysis." JWFC Pam 7 states the following about decisive points: "In EBO context, could a decisive point be a key, high pay-off, or critical node that has a causal linkage to either a desired or undesired effect? Will nodes become the decisive points at which military or nonmilitary action is directed, or are these two terms redundant?" The SJFHQ(CE) SOP does not even mention determination of decisive points as an integral part of EBP.

"Value Added" Analysis. A comparison of operational design in joint doctrine and the EBO concept yields similar elements in all but a couple of cases. The element of "End State and Objectives" is addressed similarly. The elements of direct versus indirect, lines of operation, and termination can at least be applied in a similar manner. As noted above, the elements of COG and decisive points are not integral to EBO. However, EBO replaces them with identification of key, critical, and high-payoff nodes (based on a systemic analysis of the operational environment). Similarly, these nodes probably are directly correlated to a COG(s), decisive points, critical vulnerabilities, critical capabilities, and high-value targets. The determination of effects-node-action-resource linkages is closest to the "lines of operation" element, because both of these ideas are fundamentally about the linkage of cause and effect.

The one distinct difference from joint doctrine is the EBO element of "desired and undesired effects." The only uses of "effects" in joint doctrine refer to weapons effects, weather and environmental effects, and limited other cases that are not related to the EBO definition of effects. The description of effects in JWFC Pam 4, *Doctrinal Implications of Operational Net Assessment (ONA)*, and Pam 7, *Operational Implications of Effects-based Operations (EBO)*, illustrates how an objective can be supported by an understanding of desired effects as follows:

Desired End State: Long-term peace and stability in the region.

National Objective: Countries X and Y resolve disputed islands issue peacefully.

Effect 1: Country X engages Country Y in diplomatic efforts to resolve crisis.

Effect 2: Country X withdraws military forces from the island.

In the above example, by amplifying the objective with effects, the JFC and staff can understand how the nonmilitary instruments of national power may be applied to achieve the national objective. Effect 1, from above, may require diplomatic, informational, and economic courses of action, while a military option would be less likely. Effect 2 could have options from all instruments of national power. Without considering possible effects (desired and undesired), the staff may limit the options available to the joint force.

Conclusions

- The operational design elements within the EBO concept primarily are associated with end state, objectives, and purpose. They really focus on the mission's purpose.
- Any update of joint doctrine addressing some or all of the EBO concept should articulate how "effects" help the JFC and staff determine the proper objectives and aid in promoting unified action.

Recommendations

- Add an operational design element: "consideration of effects" or "effects analysis" to JP 3-0. The text should discuss the determination and creation of effects throughout joint operation planning, execution, and assessment.
- Update the discussion of "Commander's Intent" in JP 3-0 to allow inclusion of "desired effects" to ensure unity of effort among joint force components and other organizations operating within the assigned operational area.
- Update the campaign planning process outlined in JP 5-0, specifically the steps dealing with course of action (COA) development and analysis, to include consideration and analysis of desired and undesired effects. COA development, wargaming, and COA selection matches joint force capabilities with the creation of desired effects to achieve strategic- and/or operational-level objectives.



REVISION OF JP 5-00.2, *JOINT TASK FORCE HEADQUARTERS*

By Mr. Steve Senkovich, USJFCOM JWFC Doctrine and Education Group Coordinating Review Authority, and Mr. Jon Gangloff, USJFCOM JWFC, Doctrine and Education Support Team

The lead agent (LA), USJFCOM, for the revision of JP 5-00.2, *Joint Task Force Headquarters*, completed the revision first draft (RFD) and the Joint Staff (JS) doctrine sponsor, JS J-7, released it on 8 September 2005 for worldwide review and comment by the joint doctrine development community (JDDC). The JP 5-00.2 RFD is posted on the Joint Electronic Library and on the Joint Doctrine, Education and Training Electronic Information System SECRET Internet Protocol Router Network Web portal in the "draft pubs" section. Comments are due to the USJFCOM Joint Warfighting Center, Doctrine and Education Group POCs, NLT 8 November 2005.

Reviewers will note the following major changes/additions to JP 5-00.2 in the RFD:

- A title change from "Joint Task Force Planning Guidance and Procedures" to "Joint Task Force Headquarters" to more accurately reflect the revised RFD scope and content, i.e., the primary emphasis is on the organization and internal functions of a joint task force (JTF) headquarters. This also was intended to clarify the misperception by some that JP 5-00.2 was primarily focused on the operation planning process.
- Discussions of both the traditional or "Napoleonic" staff organization (i.e., J-1, J-2, etc.) and the increasingly more common cross-functional organization (characterized by boards, centers, and cells and the related battle rhythm pertaining to planning and operations).
- Expanded discussions and guidance on information management, to include broader direction on commander's critical information requirements.
- Guidance on the role of a Standing Joint Force Headquarters-Core Element.
- Introduction to an effects-based approach to planning, which mirrors the most recent revision drafts of JPs 3-0, *Joint Operations*, and 5-0, *Joint Operation Planning*.

- Condensed joint operation planning guidance and its alignment with the associated guidance in JP 5-0, *Joint Operation Planning* (Revision Third Draft [RTD]), and the most current CJCSM 3122.01A, *Joint Operation Planning and Execution System* (JOPES). Similarly, much of the detailed guidance on the joint operation planning process from the current version of JP 5-00.2 has been incorporated into the JP 5-0 RTD.
- Enhanced discourse on interagency coordination to include interagency command and control and interagency support requirements.
- Expanded discussion on JTF liaison personnel and the role of the headquarters commandant.
- Discussion on distributed and split-base operations.
- Discussion on distribution nodes and responsibilities.
- Guidance on use of nonlethal weapons.
- Checklists moved from the main body to appropriate appendices and annexes.
- Appendices on contracting and personal and special staffs.

CONCLUSION

As evidenced above, the LA made significant modifications to the JP 5-00.2 RFD when compared to its predecessor. These changes were based in large part on the findings of the USJFCOM JWFC JP 5-00.2 Assessment Report, which contained inputs from throughout the JDDC and lessons learned/observations from the USJFCOM JWFC observer trainers. The RFD should not only align JP 5-00.2 with current approved and emerging joint doctrine, but also better depict how JTF headquarters are currently organized and functioning in real-world operations and exercises. As the JP 5-00.2 revision process progresses, the LA will solicit ideas and comments from the combatant commands, Services, and other members of the JDDC on how it can be made a more valuable asset to the warfighters. The following JP 5-00.2 revision milestones remain:

- Second Draft: February 2006.
- Final Coordination: July 2006.
- Approval: December 2006.



TERMINOLOGY

**By Mr. Tom Barrows, USJFCOM JWFC,
Doctrine and Education Support Team**

"Planners are always conservative and see all the difficulties, and more can usually be done than they are willing to admit."

Franklin D. Roosevelt to General Marshall

"It is a bad plan that cannot be altered."

Publius Syrus, 1st century B.C., "Sententiae,"

"In total war it is quite impossible to draw any precise line between military and non-military problems."

Winston Churchill, "Their Finest Hour," 1949

Reflecting on my previous life as a planner for joint military operations and incorporating knowledge and experience gained from my last fifteen years in the development, assessment, and refinement of joint doctrine, I heartily endorse all three opening quotes—and many others I found during research for this column. I believe further in-depth research would reveal that the very concept of planning arose from the earliest military operations.

As most members of the joint doctrine development community (JDDC) are all too aware, the revision of JP 5-0, *Joint Operation Planning*, continues to "beat its way" through the joint doctrine revision process. The advent of emerging operational concepts and the ubiquitous transformation rigors stalking the military landscape have resulted in considerable angst among JDDC members. These folks collectively struggle daily to devise the best possible planning guidance while taking into account emerging operational concepts, lessons learned from Operations ENDURING FREEDOM and IRAQI FREEDOM and the ongoing Global War on Terrorism, and the constant baying of the "Transformers." Juggling these inputs for "value added" while trying to maintain momentum toward the objective has been no easy task, especially in the terminology arena. Some of the evolving terminology and emerging concepts are captured in the following paragraphs.

Adaptive Planning. The latest version of the revised JP 5-0 (10 August 2005) proposes defining adaptive planning as "A characteristic of the planning process, which refers to the systematic, networked, on-demand creation and revision of executable plans, with up-to-date options." WOW!!! I remember doing this back in the 1980s, **without** the sophisticated tools we have now. The more we change, the more we . . .

Effects-Based Approach to Planning. Again, the 10 August 2005 edition of JP 5-0 states "An effects-based approach is fundamental to the planning effort and is reflected in the steps of MDMP [military decision-making process]. This approach connects strategic and operational objectives to tactical tasks by identifying desired and undesired effects within the operational environment. Combined with a systems perspective, planners can use effects to gain a common picture that promotes unity of effort with multinational and other agency partners." WOW AGAIN!!! I remember doing this also, again without today's sophisticated tools and using commonly understood (at least to planners—God lov'em) terms such as objective(s), end state, and assessment. And, we involved other US Government agencies and multinational partners—when they would "play."

Planning Tools. Adaptive planning and an effects-based approach to planning are SIGNIFICANTLY enhanced by today's marvelous emerging technology. Tools like InfoWorkSpace or IWS, Defense Collaborative Tool Suite or DCTS, and video teleconferencing or VTC indeed have transformed the joint operation planners' world—what we would have given for such capabilities in the "old days"! Assimilating all the above, I wonder if we are "inventing new terminology and concepts" to apply the new technology, when what we may need to consider is applying the new technology to the "tried and true" planning that has served us so nobly in the past. If it ain't broke . . .

As always, look out for each other and be careful out there.



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